

STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

Improving diversity within DAS will create a better working environment and benefit all employees. As the department grows in technologies and business functions improved diversity will assist the department to recruit and maintain knowledgeable staff.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 For positions where applicants are hard to find we advertised in the DM Register and Monster.com. BrassRing is used to fill all positions and the dept. does find a larger applicant pool than we experienced before BrassRing.

FY 2009 Continued advertisement for certain positions and continued use of BrassRing.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 All managers participate in the departments hiring process. Some managers will have positions advertised for recruitment purposes.

FY 2009 All managers participate in the departments hiring process. Some managers will have positions advertised for recruitment purposes.

The name and contact information of a primary recruitment contact for usage by DAS is:

DAS Payroll - Kathy Van Wey and Colleen Jones. They work with each manager as positions are being filled.

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

35

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

IT Specialist 4 (with specific required technology selectives such as JAVA or AIX)
IT Specialist 5 (with specific required technology selectives such as JAVA or AIX)
Executive Officer (with specific required selectives)
HVAC Technicians
Electricians
Mechanic
Energy Management Technician
Construction/Design Engineer
Construction/Design Engineer Sr.
Safety/Health Consultant
IT Specialist and Support Workers for the 2nd and 3rd shifts

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

Custodian

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

For the difficult to fill positions the salary that can be offered at times causes problems with trying to recruit individuals to state government.

Immigration issues. For some technology positions filled the department has had to review and make a decision to invest and pay/work with the Davis Law Firm to transfer H-1B's to the State as the employer and also additional expenses to pay for green card applications for these individuals to remain in the country to work.

Candidates who will work the 2nd and 3rd shifts

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

T Specialist 4 (with specific required technology selectives such as JAVA or AIX)
IT Specialist 5 (with specific required technology selectives such as JAVA or AIX)
Executive Officer (with specific required selectives)
Construction/Design Engineer Sr.
Construction/Design Engineer

List the barriers that have been identified in recruitment of the protected classes:

Technology and/or technical knowledge in required areas

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Continued advertisement in the DM Register listing specific knowledge requirements for some positions.

Monster.com advertisement for IT Specialis classifications that need certain required selectives.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

None attended - unaware of possible attendance.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

We are not aware of any career fairs, networking events or community events. Would attend these events if appropriate for positions we would have at that time.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	yes	average \$300 for a posting.	yes	average \$300 for a posting
Resume Search Products	never used	0.00	never used	0.00
Standard News Print	yes	average \$1,500 for an ad in the DM Sunday Register.	yes	average \$1,500 for an ad in the DM Sunday Register.
Specialty Trade Journals	never used	0.00	never used	0.00
Radio	no	0.00	no	0.00
TV	no	0.00	no	0.00
Open House	never used	0.00	never used	0.00
Search Firms	never used	0.00	never used	0.00
Temporary Staffing	used for temps and have hired some into permanent	varies	may use for temps and may hire some into permanent	varies

Other (please list):

none

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

For the IT classifications the monster.com job posting have benefited the department and very qualified individuals have been hired.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

None

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

Yes, the department has a few Interns. Contact colleges and ask for specific Intern positions to be posted for the department.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

Department hires through USA Staffing and may hire these individuals into permanent positions.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

The department has not in the past accepted unsolicited resumes. If received, I will contact the individuals and explain how to apply for a State of Iowa position and give them the HRE website.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

Using Monster.com the department hired some technology positions and these individuals had the programming requirements necessary for the specific job requirements.

Improvements in determining whether potential candidates are qualified for the positions between HRE and the hiring manager.

For FY 2009, provide a timetable for those activities you plan to implement:

None is scheduled at this time.

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
 - Turnover
 - Promotions
 - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

IT positions
HVAC Technicians
Electricians
Design/Construction Engineer's
Mechanics

List the issues you have identified that contribute to the turnover in these classes:

retirement
salary

Check the methods you use to identify turnover factors (check all that apply):

☐ Exit interviews

Describe how these are conducted:

Currently the department does not utilize exit interviews.

☒ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Employee surveys are conducted by the department. Responses are evaluated and all managers review the data.

☒ Management team meetings/exercises

Describe how these are conducted:

Quarterly Managers/Supervisors Meetings

Each Enterprise conducts their own management meetings usually on a weekly or bi-weekly basis.

☐ Other methods (please describe):

none

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

New technology

New concepts and/or ideas on how to do business.

Ability to change past practice.

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

New concepts and/or ideas on how to do business.

Ability to change past practice.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Infrequent vacancies

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

Not applicable

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Department conducts employee surveys.
Results are posted on the intranet.

Identify what topics you address:

- ☒ *Understanding of the organization's vision and mission*
- ☐ *Managerial approachability and style*
- ☒ *Job satisfaction*
- ☐ *Cultural inclusion*
- ☒ *Flow of and access to information*
- ☐ *Career progression awareness*
- ☒ *Work/life balance*
- ☐ *Other - no*

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☐ *Good* ☐ *Needing Improvement* ☒ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

Promotional opportunities are sent to all employees.
Training opportunities are posted and available on the website
Training plans are on a majority of the annual evaluations
The department's website
DAS newsletter

Describe any changes you plan to make around employee engagement in FY 2009:

None at this time

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☒ *Orientation and On-boarding:*

Employee orientations.

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

Continued training opportunities.

☒ *Workplace accessibility (visual, physical):*

Accommodations are made for employees as needed

☒ *Mentoring:*

Current employees train and mentor new staff

☒ *Awards and Recognition:*

Department participates in the Governor's Golden Dome employee recognition program.

Length of service recognition

Wall of Fame

Over the Top - a DAS employee recognition program

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

No data and department did not mandate a department wide diversity training program.

Provide information about diversity-related training planned for FY 2009 in the text box.

See note below regarding mandatory diversity training.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

Improving diversity within DAS will create a better working environment and benefit all employees. As the department grows in technologies and business functions improved diversity will assist the department to recruit and maintain knowledgeable staff.

Describe how your managers and supervisors will be involved in diversity.

All managers will attend the diversity training.
With a hiring opportunity managers will review all applicants and make hiring decision based on qualifications and diversity.
Awareness of diversity issues when working with employees.

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

With a hiring opportunity managers will review all applicants and make hiring decisions based on qualifications and diversity.
BrassRing reqs indicate if classification is underutilized for females and minorities but does not allow for discrimination for any of the others are mentioned in Executive Order 4.